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PERSONNEL MANAGEMENT REFORM

VOL. 1 NO. 2

Progress in State and Local Governments

Personnel Management Reform in Wisconsin and Kansas

"Through personnel management reform, we are creating a government which not only can successfully meet today's needs, but be ready to confront tomorrow's challenges as well."

Alan K. Campbell, Director
Office of Personnel Management

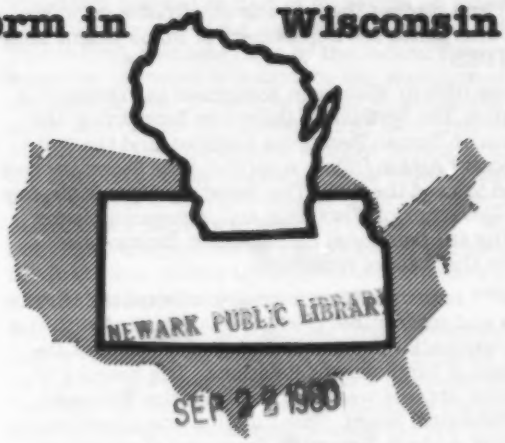
The first issue in this series described some common themes in public personnel reform. Subsequent issues will give a more in-depth analysis of reform efforts in individual States. This issue examines personnel reforms in Kansas and Wisconsin. Selecting Wisconsin and Kansas was not difficult. The reform efforts in these States address most of the priority areas of greatest concern to public managers and represent many of the common themes described in the first issue. Although the reform legislation in Kansas was not as comprehensive as that in Wisconsin, it represented a giant stride for Kansas toward a "new personnel administration."

Introduction

Throughout the 1970s public administration specialists wrestled with change and the direction of changes in public administration. These changes result largely from the general public's demands that government at all levels become more productive and more responsive to public needs. Without significant changes in personnel management, such responsiveness may not be possible.

Wisconsin represents one of the States that stepped ahead of the Federal Government in taking action on public personnel reform. The State has enacted two comprehensive civil service reform laws. In 1971 a civil service reform act was passed by the Wisconsin legislature which formalized decentralization of recruitment, examination and classification functions. In 1977 another reform act made revisions to nearly every area of the civil service system. Those revisions were based on the report of the Governor's Employment Relations Study Commission on the Wisconsin Civil Service.

In Kansas, personnel management reform began with



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the creation of the Kansas Department of Administration in 1953. The Department, headed by a cabinet level Secretary, was made responsible for personnel management. The same legislative action separated the quasi-judicial functions of the Kansas Civil Service Board from personnel administration. Line management was entrusted to the Director, Kansas Division of Personnel, and the State's Secretary of Administration.

The second wave of reform in Kansas came in 1978 with the passage of several bills with bipartisan support. The legislation incorporated the findings and recommendations of the Kansas Personnel Management Review Study Group (PMRS) established to look into the State's civil service system.

The review of the Kansas personnel system involved the participation of various experts and organizations from government and industry. The Federal Government's Standards for a Merit system of Personnel Administration and the Federal Personnel manual provided information and guidance in all areas of the review. The ensuing report understandably reflected the contributions of many professional and technical groups in public personnel management, including the regional staff of the U.S. Office of Personnel Management in St. Louis.

The revisions brought about by the reform legislation in these States will be discussed in the following pages.

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Reorganization of the Personnel Management Function

As pointed out in Issue No. 1 of this series, people—civil servants—are, in effect, the adminstrative machinery of government. One direction the change took in Wisconsin was to streamline the personnel administration machinery through reorganization.

The 1977 Wisconsin Reform Act restructured organization for personnel administration in the State by removing the "personnel management" functional areas from the Wisconsin Department of Administration (DOA) and placing them in one identifiable organizational unit called the Department of Employment Relations (DER).

The new DER in Wisconsin comprised the Division of Personnel, the Division of Collective Bargaining, the Division of Human Resources Services, and the State Affirmative Action Office. A cabinet-level Secretary was created to head the DER. The Secretary reports directly to the Governor of Wisconsin and is responsible for directing the personnel management functions of DER for the State of Wisconsin.

The 1977 reform in Wisconsin also affected the various boards and committees previously associated with the four organizational units transferred to the new Department of Employment Relations. The hearing of personnel appeals was removed from the Wisconsin State Personnel Board. This function was placed with a new, independent, 3-member Personnel Commission whose members are appointed by the Governor of Wisconsin with approval of the Senate for a five-year term.

Also affected by the 1977 Wisconsin Reform Act was the Governor's Affirmative Action Executive Commission. Its functions were taken over by a part-time statutory Affirmative Action Council of 15 members appointed by the Governor.

The 1977 reform law in Wisconsin also removed 38 management positions from the classified service and put them into the exempt category. This change was initiated to make managers more responsive to the Governor's administrative policies.

One of the 38 exempt positions which has a direct impact on the State's personnel program is the Administrator of the Wisconsin Division of Personnel. This position is responsible for the day-to-day administration of the State's civil service system.

Before the 1977 Wisconsin Reform Act, this was a classified position called Director of Personnel and appointments to it were made by the Governor of Wisconsin. Now appintment is made by the Governor from a list submitted by the Personnel Board after a regular civil service examination conducted in accordance with the requirements for classified positions. The Administrator is appointed to a five-year term and can be removed by the Governor during that period only for cause. The incumbent has the right of appeal to the Personnel Commission.

The above changes not only streamlined the administration of the personnel functions in Wisconsin, but also assured that administrative and merit system protection functions were completely separate, thereby removing the possibility of conflict of interest on appeals matters.

In both Kansas and Wisconsin the personnel management organization was changed to bring it under closer control by the Governors and their appointees. In Kansas, however, the 1978 reform was directed toward control of top-level personnel jobs. For a number of years, agency administrators had seen the Kansas Personnel Division as a controlling and policing organization. The 1978 legislation sought to change the balance in the State's personnel system by making personnel management a service-oriented rather than a control function. Thus, the Personnel Division became the Division of Personnel Services.

The legislation was not a mere name change but was accompanied by other changes to carry out the service orientation intended to make the Kansas personnel function more responsive to management and the general public. The Director and Assistant Director of the Kansas Division of Personnel Services and five other top-level managers of the Department of Administration were removed from the career service to the unclassified service. Both now serve at the will of the Kansas Secretary of Administration.

In addition, approximately 14 other top-level positions in Kansas State agencies whose incumbents report to elected or appointed officials have been placed in the classified service. These positions include special assistants to the nine cabinet secretaries, to the chancellor and presidents of the institutions under the Board of Regents, and to the executive vice chancellor of the Kansas University Medical Center. About 180 positions, heretofore exempted, have been brought into the classified service. In terms of total numbers, these actions in Kansas obviously expanded coverage of the classified service, but then simultaneously facilitated agency executive responsiveness to top management.

Decentralization of Personnel Management Functions

For years the delegation of some personnel decision-making authority to line managers has been undertaken by many jurisdictions to facilitate the responsiveness of centralized personnel agencies to management and hence to the general public. In Wisconsin the 1971 Civil Service Reform Law authorized the Director of the State's Bureau of Personnel to delegate recruitment, examining and classification of employees to State agencies. This delegation authority was vigorously implemented to improve the effectiveness and efficiency of State agencies.

Decentralization in Wisconsin paralleled a similar trend nationally. In the last two decades, central personnel departments have experienced intensified pressures to deal with such challenging areas as labor-management relations and equal employment opportunity. To cope with these problems within limited budget and personnel resources, delegation to departments and agencies of operational aspects of personnel work while retaining leadership and "watchdog" functions is now frequently a feature of reform. Both

Wisconsin and Kansas, as the Federal Government, have formalized and accelerated decentralization by including it as part of civil service reform.

In Wisconsin responsibility for recruitment, examining, and classification policies, standards and written guidelines is retained by the Wisconsin Division of Personnel. The Division of Personnel delegates the administration of both oral examinations and training and experience ratings, including development of rating guides. The preparation, administration and scoring of written tests is not delegated to the agencies. Wisconsin State agencies are authorized to allocate positions to existing classes with post audit by the Division of Personnel. The Division of Personnel retains the initial review of all newly created positions to determine whether they are professional, technical or clerical. The agency staff allocates the position to a class. A benefit derived by Wisconsin from delegating position classification is the ability of agency personnelists to accomplish a comprehensive job analysis during the maintenance of the classification plan. In many instances agency personnelists may have better knowledge of the jobs in their agencies than outside specialists. The post-audit activity is important because the Division of Personnel cannot delegate accountability to the State agencies. Although it has delegated certain personnel functions, it is still responsible for responding to appeals in the delegated areas.

In Kansas the reform legislation decentralized examining, certifying and classifying functions in many agencies. This occurred in varying degrees. The capabilities and desires of agency managers influenced the situation in individual agencies. Although recruitment has not been formally decentralized, more participation by agencies has been encouraged and obtained.

In Kansas, only those selection procedures validated by the Kansas Division of Personnel Services are decentralized. The administration of most written tests remains centralized. Decentralized examinations consist primarily of administration of training and experience ratings, which are prepared and reviewed, and each agency is reviewed on-site by the central staff at least once a year.

In Kansas, many elements of the position classification program are being decentralized. Although limited decentralization was previously practiced, its formalization by statute has greatly accelerated it. Decentralization of both examining and position classification functions was resisted at first because many Kansas State agencies did not wish to accept the responsibility. However, when they became aware of its advantages—e.g., being able to address their own priorities—they became increasingly willing to accept responsibility.

It is essential that delegated functions be subject to periodic audits by the central personnel office as provided for in Kansas as well as in Wisconsin. These reviews are made to ensure the proper implementation of the functions being delegated.

A number of government jurisdictions, upon recommendation by commissioned study groups, are taking the road toward decentralization of personnel responsibilities. The States of Colorado, Florida, Maine, Massachusetts, New Jersey, New York, Oregon and Virginia, as well as the Federal Government, recognize the importance of decentralizing personnel functions in achieving more effective and responsive management. Maine, in its 1976 reform, not only delegated personnel functions to agencies, but like Kansas, Colorado and Utah, also changed the role of its State Personnel Department from control to service and assistance.

Probationary Period for Managers/Supervisors

Wisconsin adopted as part of its reform an extended probationary period for supervisors and managers. This reform, instituted also by the Federal Government, supports improved selection for key executive and managerial jobs. It permits a trial period during which those who do not perform well may be shifted to non-managerial responsibilities without having to undergo the complexities and anxieties of an adverse action. In Wisconsin this was a change from the previous period of six months to a period of one year. When an individual is appointed to a supervisory position for the first time, he/she is required to complete a supervisory development program successfully.

One year is considered sufficient time to evaluate supervisory performance both in a training program and on the job. A waiver provision offers management more flexibility in shortening the probationary period in meritorious circumstances. Kansas did not include action on the probationary period as an aspect of its reform.

Career Executive Service

The concept of a senior executive service is not new. The State of California's program dates back to the sixties. Interest in the concept has been accelerating recently. At present, there are thirteen States which have programs for identifying, developing, evaluating and rewarding top career and non-career executives of State and local governments. These include Colorado, Connecticut, Florida, Georgia, Iowa, Massachusetts, Minnesota, Missouri, New Jersey, New York, Oregon, Washington, and Wisconsin. Plans for establishing similar systems are under consideration in Arizona, Delaware, Michigan, Vermont, and the city of San Francisco. The City of New York created a separate personnel system for its 2,000 managers in 1975. A pending proposal by the Mayor would expand the managerial class to include "all employees serving in positions responsible to the chief executive of a local government" or responsible "for the formulation and implementation of executive policy, including employees of the Office of the Mayor, deputy agency head and senior agency staff..."

In Wisconsin, the 1971 Civil Service Reform Law created a Career Executive Program (CEP) covering approximately 200 positions. The Kansas reform movement did not provide for the concept of a senior executive service. It emphasized instead a Statewide program of preparation for management duties through employee training, including supervisory development. Prior to the 1977 Wisconsin Civil Service Reform Act,

candidates for the CEP program were selected in a way that effectively limited entrance to career employees already in the Wisconsin service. However, the 1977 Wisconsin Reform Act allows appointing authorities the option to fill career executive positions through an open competitive examination process immediately instead of first restricting competition to employees already in the Career Executive Program.

In Wisconsin, the probationary period for a career executive is one year. State employees entering this program enjoy retreat rights without losing pay during or after their probationary period.

The 1977 Wisconsin Reform Act has introduced more flexibility into the personnel system with regard to top-level management. The ease of movement of career executives from one position to another throughout the State service promotes the most effective use of the State's available managerial talent. The Wisconsin Career Executive Program enables the State to compete favorably for top managers on a nationwide scale and to retain and reward them according to their performance.

In Kansas, a supervisory development course, including the purchase of visual aid equipment, was developed with the use of Intergovernmental Personnel Act grant funds. Although intended for first-line supervisors, it has been attended by managers at all levels and by some agency heads. Agency staff are trained as trainers by the Division of Personnel Services.

Presently in progress also in Kansas is the institution of a certified public manager training program. It is a modification of a State of Georgia training program which was supported by an IPA grant.

Prior to reform in Kansas, no statute or regulation called for training and career development at any level of management or other staff. Because of lack of career development opportunities, employees were uncertain about their future in State employment. This has been alleviated in part through the establishment of career ladders and upward mobility programs. At the same time, the training of Kansas supervisors and managerial personnel is expected to standardize and improve personnel management procedures. State officials feel Kansas is not ready yet for an elite corps of managers such as Wisconsin's.

Performance Appraisal Systems

Much of the recent activity in State and local reform centers on the issue of performance appraisal. This is understandable since performance appraisal is at the center of many of the concerns of State and local managers. Eighteen States and the Federal Government have initiated reform in this area. It is interesting to note that in 12 of these States and in the Federal Government, reform on merit pay was launched simultaneously. Interest in performance appraisal systems is obviously linked to the overall objectives of promoting productivity and rewarding deserving employees. Results of performance appraisals can be used also in all appropriate personnel actions; for example, in determining training needs and awards; implementing reductions-in-force; as well as in reassigning, promoting, demoting, and dismissing employees, enabling management to make optimum use of resources to achieve desired goals.

The 1977 Wisconsin reform law made mandatory the installation of a performance evaluation program by Wisconsin State agencies. Compliance by the agencies is expected to improve significantly over the previous situation where adoption of performance evaluation was voluntary. The Division of Human Resources was given the responsibility for developing a standardized set of mandatory guidelines. It is presently developing guidelines for a results-oriented performance evaluation system in contrast to traditional performance evaluation systems focusing on non-job-related, global psychological traits.

In Kansas, the 1978 law requires a performance appraisal system but leaves the type of system to the discretion of the Secretary of Administration. It is now being implemented.

The guideline developed by the Kansas Division of Personnel Services requires a results-oriented performance appraisal system. State agencies determine whether to use a management-by-objectives or a task-based, behaviorally-anchored system. In either event, measurable standards must be developed for each position through the collaboration of the supervisor and the occupant of the position. As of this writing, several Kansas State agencies are piloting the performance appraisal system to determine its effectiveness and practicality.

Linking Performance to Compensation

Pay based on performance on the job has always been supported by general managers and striven toward by professional personnelists. Only recently has the personnelist begun to feel that it may be feasible from a practical standpoint. Results-oriented and behaviorally-anchored rating systems are examples of important progress in this area. As a result of the 1977 reform, Wisconsin is developing a uniform results-oriented performance evaluation program which may become the basis for decisions on employee pay increases, performance awards, promotion, lay-off and other personnel actions.

According to a survey, Wiscosin State employees agree that a meaningful merit-concept for compensation would contribute to productivity in State government. However, at a hearing held by the State, the fear was expressed that supervisors would distribute merit awards to favored employees or would prefer to give across-the-board raises for everybody to eliminate problems caused by making distinctions among employees. Intensive training of supervisors and clear-cut guidelines for implementing merit pay and other performance awards programs can alleviate such problems.

An employee awards system was created by the reform act for rewarding Kansas State employees for unusual and meritorious suggestions and accomplishments. An Employee Awards Committee is composed of five State employees appointed by the Secretary of Administration, at least three of whom must be in the classified service. Awards may be in the form of cash, medals, or other types of recognition.

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Many other State and local governments are currently testing methods to increase productivity through incentives and performance evaluation systems. Other than performance appraisal, merit pay represents the largest number of initiatives now underway. In addition to Kansas and Wisconsin, similar reform efforts are underway in Arkansas, Connecticut, Hawaii, Idaho, Illinois, Louisiana, Maine, Massachusetts, Montana, Nebraska, New York, North Carolina, Oregon, Vermont and Washington.

Revised Appeal Procedures

In both Kansas and Wisconsin the reforms resulted in improvements in the appeals process.

In Wisconsin, impartial hearing officers have been authorized to decide appeal cases. The reform lengthened the time frame for submitting appeals in cases that do not address discrimination from 15 days to 30 days after the action or notice of action appealed. No changes were made in the number of steps in the process, but the overall changes reduced a two-year backlog. In July 1979, one year after the new appeal procedures were established, the State eliminated 90 percent of this backlog. Most of the remaining 10 percent of the cases are being held in abeyance pending the resolution of issues on other aspects of the reorganization. In addition to eliminating the backlog, the Wisconsin Personnel Commission processed 86 percent of the new cases that were filed from July 1, 1978, to June 30, 1979.

The Wisconsin reform act also had an effect on the appeals process in cases of alleged discrimination. It placed initial responsibility for hearing and deciding State employee discrimination appeals with the newly created Personnel Commission. If complainants are not satisfied with the decision rendered by the Personnel Commission, they have the right to appeal to the State Equal Rights Division. Further appeals would be made to the courts.

These changes, in effect, have expanded Wisconsin employees' appeal routes. They also simplified and clarified the different roles and jurisdictions of appellate bodies leaving intact employee rights under a negotiated grievance procedure.

In Kansas, a frequently heard criticism of the personnel system which spurred reform on disciplinary actions was that few employees were ever fired for inefficient performance. The State's 1978 reform legislation made significant changes in the procedures for dismissal, suspension and demotion of classified employees. The law differentiates between disciplinary action related to job performance and disciplinary action regarding personal conduct. Examples of employee action falling under each category are listed.

The new Kansas law gives the appointing authority greater flexibility in handling disciplinary actions. Employees may be dismissed or suspended for a period not to exceed 30 days if the appointing authority considers the action to benefit the service. Kansas employees may be demoted for inefficient performance or for other cause. They may be suspended without notice for cause involving personal conduct considered detrimental to the service. In most cases, however, a Kansas agency must give an employee three to ten calendar days notice, by registered mail, of the proposal to dismiss, suspend or demote. No action becomes effective until the employee has an opportunity to respond to the charges either in person before the appointing authority or in writing. If the appointing authority makes the action final, employees have the right to appeal to the Kansas Civil Service Board within 30 days from the effective date of the action. The new law shortens the period for the Civil Service Board to hear the appeal from 45 to 30 calendar days. The Board may appoint a hearing examiner to conduct the investigation. It must give the employee 20 days notice of the date of the hearing and issue its decision 30 days after the hearing.

An unusual feature of the new law in Kansas is the shifting of the burden of proof in adverse action cases from the employer to the employee. The employee must establish that the appointing authority "did not act reasonably" in taking such disciplinary action. The employee can, upon, producing new evidence, request a rehearing. At the same time, the Kansas Civil Service Board can modify or reverse a proposed disciplinary action.

The Kansas reform law has standardized disciplinary procedures where no such standards existed and defined employee rights and supervisory responsibilities. The changes in handling of appeals from adverse actions has accelerated the adjudication of cases and strengthened management's ability to deal with marginal performers.

Economic necessity and taxpayer revolt have heightened the need for all government employers to get the best possible efforts from their human resources. The right to take disciplinary action for incompetence and violation of the rules and regulations is essential to maintaining standards of performance and morale. Parallel reforms in the Federal Government and other States are being undertaken in the area of appeals under the banner of improving productivity.

Veterans' Preference

Veterans' preference laws have been a national concern because of their adverse impact on the selection of women and minorities. The responses of State and local governments to this challenge have varied widely. Both Kansas and Wisconsin amended their veterans' preference systems in connection with their reforms. The State of Wisconsin through a provision in the 1977 reform act eliminated the application of preference points for promotional examinations.

In Wisconsin now a veteran may receive preference points (five for non-disabled and ten for disabled) only at the entry level. With this change Wisconsin follows the example of many other jurisdictions, including the Federal Government, of making veterans' preference points available for securing entry into the public service, but not for promotions.

The experience of most jurisdictions is that the application of veterans' preference points severely impedes the achievement of a balanced workforce. Wisconsin's experience was that veterans' preference created an adverse impact on hiring and promoting minorities, women and handicapped non-veterans. With the change in the law, Wisconsin continues to meet its obligation

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to help veterans readjust to civilian life and at the same time is able to remedy underrepresentation of minorities and women in its workforce.

In Kansas veterans' preference points were lowered from 15 to 10 points for disabled veterans and from 10 to 5 points for non-disabled veterans. In addition, preference points are allowed only for entrance or open competitive examinations; none are allowed for promotional examinations. In Kansas and in most other States there is no such thing as absolute veterans' preference; all veterans must pass the examination before preference points can be added. The use of veterans preference points, however, is not time limited.

Miscellaneous Reforms

The Wisconsin reform legislation introduced changes in two areas which had no counterpart in Kansas; minimum qualification requirements and alternative employment options.

The 1977 Wisconsin legislation prohibits most absolute requirements of a college degree for appointment to State positions. If college degrees are included in qualifications, equivalent experience must now be accepted in lieu of a college degree. The statute stipulated that all requirements be job-related. These changes were designed to remove artificial barriers from entrance-level positions and to foster upward mobility for underrepresented groups.

The Wisconsin Act also authorized flexitime and/or part-time schedules. The flexible time schedule gives employees flexibility to elect starting and quitting times within certain core hour requirements and the eight-hour day. The goals of this reform are to maximize efficiency of agency operations, the level of services to the public, energy conservation, and employee productivity. It also considers traffic congestion, transit facilities and other factors.

Any Wisconsin agency may restructure budgeted permanent positions when they become vacant and make them part-time job-sharing positions. Job-sharing is one way of making use of an untapped human resource —qualified people who are unable to work a full schedule. These individuals can now combine a career with family responsibilities. The employer has a workforce expandable during peak periods. More opportunities for minorities and women are opened up.

Summary Observations

The personnel reforms in Wisconsin and Kansas substantially reflect some of the concepts in the Federal Standards for a Merit System of Personnel Administration and the Federal Government's 1978 Civil Service Reform Act.

The reader will undoubtedly note that certain recurrent themes cited in Issue Number 1 of this series apply to the reform efforts in Wisconsin and Kansas. Briefly stated, the major themes of civil service reform are responsiveness, decentralization, managerial flexibility, pay according to performance and the separation of personnel administration from quasi-judicial or merit protection functions. The reforms in Wisconsin and Kansas in these categories may be summarized as follows:

- **Achieving greater responsiveness to top management.** Wisconsin exempted more high-level positions for greater responsiveness to elected officials and created a career executive program which permits a great deal of flexibility in the assignment of middle management staff. Kansas addressed this issue by exempting more high-level and confidential positions from merit protection coverage, and by making it easier for management to discipline or discharge employees for inadequate performance.

- **Making line managers more accountable for personnel management decision-making.** Wisconsin partially decentralized such major personnel functions as recruitment, examining and position classification. Kansas also initiated partial decentralization of such major personnel functions as examining and position classification. Both States provided for reviews by the central personnel agency of those functions delegated to the agencies.

- **Linking performance more closely to compensation.** Wisconsin required that all major personnel actions be related to performance and that a results-oriented performance appraisal system be developed. Kansas also addressed the development of a results-oriented performance appraisal system and the creation of an employee awards system for meritorious suggestions and accomplishments.

- **Managerial flexibility.** Wisconsin's Career Executive Program promotes managerial flexibility by allowing top management authority to reassign agency executives to different positions and different agencies to meet urgent needs. The Kansas reform legislation strengthened management's authority in dealing with poor performers and other problem employees through revisions in disciplinary procedures.

- **Separation of personnel administration from quasi-judicial functions.** The reorganization in both States made personnel administration an executive responsibility while protection of the merit system was assigned to independent personnal boards. Wisconsin integrated all personnel management functions into the Department of Employee Relations responsible to the Governor. The 1977 reform act established an independent full-time Personnel Commission to deal with employee appeals. In Kansas, the personnel management responsibilities of the Civil Service Board were transferred to the Division of Personnel under the Secretary of Administration.

It is apparent that personnel management reforms are being instituted in public personnel organizations at every level of government. Some States and local governments have charted a different course than that taken by the Federal Government. For others, the example of the U.S. Government was a guide in their actions. In whatever manner reform initiatives have come about, all share in one universal purpose—the improvement of service delivery to the American public.

Sources of Further Assistance

State and local government jurisdictions needing assistance in reviewing their personnel management systems for possible reform action may contact the appropriate regional office of the Office of Personnel Management (listed below).

Regional Offices

For convenience in administration of the field service, OPM has divided the United States into regions. The following shows the names of OPM's regional directors, their headquarters, and the geographic areas over which these officials have jurisdiction.

Region and Headquarters	Director	Area Served
Southeast Richard B. Russell Federal Building 75 Spring Street, S.W. Atlanta, GA 30303 (404) 257-3469	David Caldwell	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee
New England John W. McCormack Post Office and Courthouse Building Boston, MA 02109 (617) 223-2538	Charles A. Maher	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
Great Lakes John C. Kluczynski Building 230 S. Dearborn Street, 29th Floor Chicago, IL 60604 (312) 353-2901	Keith A. Roelofs	Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin
Southwest 1100 Commerce Street Dallas, TX 75202 (214) 767-8227	Edward Vela, Jr.	Arkansas, Louisiana, New Mexico, Oklahoma, and Texas
Rocky Mountain Building 20, Denver Federal Center Denver, CO 80225 (303) 234-2023	Robert J. Dunn	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
Eastern Federal Building 26 Federal Plaza New York, NY 10278 (212) 264-0440	John J. Lafferty	New Jersey, New York, Puerto Rico, and the Virgin Islands
Mid-Atlantic William J. Green, Jr., Federal Building 600 Arch Street Philadelphia, PA 19106 (215) 597-4543	Robert E. Sperry	Delaware, Maryland, Pennsylvania, Virginia, and West Virginia
Mid-Continent 1256 Federal Building 1520 Market Street St. Louis, MO 63103 (314) 279-4262	Gerald K. Hinch	Iowa, Kansas, Missouri, and Nebraska
Western 525 Market Street, 23rd Floor San Francisco, CA 94105 (415) 556-0581	Francis V. Yanak	Arizona, California, Hawaii, Nevada, and the Pacific Overseas Area
Northwest Federal Building 915 Second Avenue, 26th Floor Seattle, WA 98174 (206) 442-0464	Thomas G. McCarthy	Alaska, Idaho, Oregon, and Washington

For the IPA Program in Washington, D.C. Norman Beckman, Assistant Director for Intergovernmental Personnel Programs, P.O. Box 14184, Washington, D.C. 20044, (202) 632-6830.

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